



State of Bavaria - United States Office for Economic Development
Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology

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Invest-in-Bavaria is the investment and location marketing organization of the Bavarian State Ministry for Economic Affairs, Infrastructure, Transport and Technology. It is part of the Department of International Trade and Investment and is operated in conjunction with Bayern International.

Invest-in-Bavaria is under the leadership of the Bavarian State Minister Mr. Martin Zeil. The State of Bavaria United States Office for Economic Development is headed by Ms. Dagmar Cassan, MBA, Executive Managing Director.

The State of Bavaria United States Office for Economic Development is one of the **20 representative offices** of Invest-in-Bavaria's global network.

The office's many recognitions and awards include, most recently in 2008, the International Economic Development Council Award for "Best Special Purpose Brochure" as well as awards received in 2003, 2004, 2006 and 2007. Other awards include: in 2008 American Business Award finalists for "Best Overall Web Design" and "Best Home Page", in 2006 the International Business Stevie Award: "Best Satellite Office or Facility" and in 1999 Business Facilities: Annual Economic Achievement Award, Gold.



Invest in Bavaria's United States Office

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Registrant: Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology - U.S. Office For Economic Development



State of Bavaria - United States Office for Economic Development
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The mission of the State of Bavaria United States Office for Economic Development is to assist American companies in finding the most advantageous solution for their business expansions and acquisitions in Europe.

We seek to attract productive foreign direct investment into Germany's southern state of Bavaria to support economic growth and development in Bavaria's key industry clusters. We achieve this by promoting Bavaria's strategic and competitive advantages to U.S. investors and business leaders and by providing them with cost-free and confidential professional services to assist in their investment process.

Familiar with the intricacies of the corporate cultures of both German and American companies, our New York based team with the direct support of the Invest-In-Bavaria team at our Headquarters in Munich, seeks to streamline the fact-finding and the efficiency phases of the investment process. Over the past decade, since the founding of the office in 1996, the team's track record has been substantial, having helped a wide range of U.S. businesses successfully achieve their desired overseas objectives in Bavaria.

We invite you to join the over 850 U.S. companies that have successfully established subsidiaries in Bavaria. We look forward to helping you achieve your expansion and acquisition objectives and offer you our [services](#).



Invest-In-Bavaria's Munich Office
Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology
28 Prinzregenten Street, Munich Germany

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STATE OF BAVARIA
Office for Economic Development

UNITED STATES OFFICE

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Wednesday, July 01, 2009

Thomas Myers
Vice President Business Development and Worldwide
SEI
1520 Kensington Road
Oak Brook, IL 60523

Welcome to Bavaria

Dear Mr. Myers:

We would like to take this opportunity to welcome **SEI** to the State of Bavaria.

The State of Bavaria U.S. Office for Economic Development along with our Munich colleagues at the Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology offer cost free comprehensive assistance to U.S. companies with locations in Bavaria and those considering expansion to our State. It is our goal to provide the best possible support for your ongoing success and growth in Bavaria.

Please feel free to contact our New York office with any questions you may have or if we can assist you in reaching your objectives in your new location. Likewise, our colleagues in Munich would be happy to help you and/or to liaison you to industry associations, local authorities, R&D facilities and key technology centers in Bavaria. Your central point of contact in our Munich office is:

Manuel Tschamler
Bavarian Ministry of Economic Affairs, Infrastructure, Transport and Technology
Invest in Bavaria
Prinzregentenstr. 28
80538 Munich - Germany
Phone: +49 89 24210-7511 Fax: +49 89 24210-7557
E-mail: manuel.tschamler@invest-in-bavaria.de, Internet: www.invest-in-bavaria.com

We hope that the enclosed welcome package about "Business Location Bavaria" will serve as a valuable reference tool for you. Again, welcome to Bavaria and we look forward to following up with you next week.

Sincerely,

Dagmar A. Cassan
Executive Managing Director

Jan Danisman
Deputy Director - Projects

This material is circulated by the Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology Office for Economic Development on behalf of the State of Bavaria, Federal Republic of Germany. Additional information is on file with the Department of Justice, Washington, D.C. 25

2009 JUL 30 PM 2:43
ISS/REGISTRATION UNIT

<First Name:78> <Last Name:79>, <Title:46>
 <Company:25>, <City:30>, <State:31>

BAVARIA TOP IN PHOTONICS - LASER WORLD OF PHOTONICS in Munich, June 15-18, 2009

Dear <Salutation:40> <Last Name:79>:

It would be our pleasure to assist <Company:25> with its expansion plans to Europe and we invite you consider Germany's state of Bavaria as your choice. Whether you are interested to establish a facility, or if you are just exploring possibilities, we welcome the opportunity to talk with you about the strategic business advantages and business-friendly policies that Bavaria has to offer. Our cost-free services are confidential and without obligation.

If you are planning to attend the LASER WORLD OF PHOTONICS in Munich, June 15-18, 2009, we invite you to a personal discussion with experts from Invest in Bavaria regarding Photonics opportunities in our state. Please let us know if you will be attending.

U.S. companies in the photonics industry make Bavaria the business location of choice, because the state offers:

- a leading optical technology cluster in Germany and Europe with about 450 companies, over 20,000 people working in optical technologies in Bavaria, 40 service providers, 9 universities and 17 universities of applied science, 8 research institutions, that are active in the field of photonics.
- a diversified market comprised of companies with a wide range of optical technology such as sensors & metrology (22%), components, materials, systems, (20%), laser & beam sources (15%), imaging & lighting (12%), manufacturing technology (7%) and biophotonics (6%).
- Bavaria is one of the key locations for photonics in Germany with a German market share of 23% and average annual optical technologies industry growth of 10%.
- **Bayern Photonics**, a powerful industry network, established by the state of Bavaria and the German federal government to promote science, research and education in optical technologies and the cooperation between science and industry (www.bayern-photonics.com)
- A central location in Europe, strong partners in R&D, a qualified workforce resulting in a successful marketplace for business and/or potential partners.

We invite you to view www.bavaria.org for additional information on Bavaria. We thank you for your consideration and we look forward to talking to you.

Sincerely,

Dagmar A. Cassan
 Executive Managing Director

Jan Danisman
 Deputy Director – Projects

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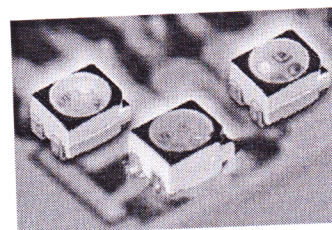
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June 11, 2009

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Invest in Innovation – Invest in Bavaria

Dear [[Salutation:40]] [[Last Name:79]]:

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Invest

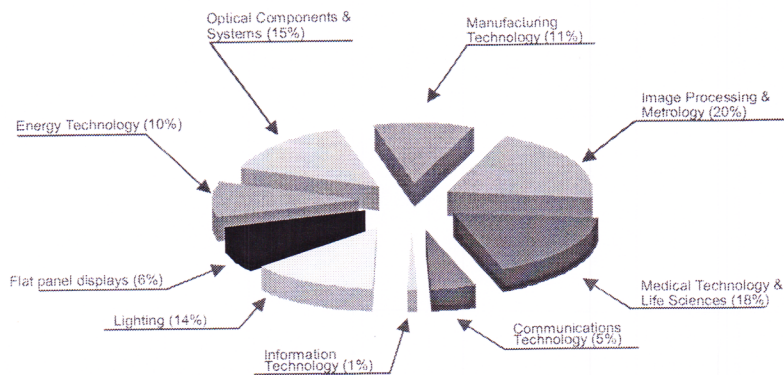
in Bavaria

Photonics in Bavaria

LASER 2009
Munich | June 2009

Photonics in Germany: The Bright Spot of Europe

Optical Technologies (OT) represent growth and business success. In Germany they have an impact on some 16 percent of jobs in manufacturing. About 40 percent of beam sources and 20 percent of laser systems for material processing sold globally are made in Germany. German OT production covers nine different segments: manufacturing technology, image processing & metrology, medical technology & life sciences, lighting, energy, and optical components & systems. Germany is No 2 in global sales in six of these segments, with image processing & metrology as revenue leader.



Germany is well positioned to take advantage of future growth in photonics. One key reason is that German enterprises are operating in market areas and segments that are expected to show above-average growth over the next few years. Yet market dynamics are not only determined by growth rates. Several areas of photonics are in the process of technological change or such change is on the horizon, such as the advance of LEDs in lighting, new lasers for manufacturing or the application of EUV (extreme ultra violet) technology in semiconductor production.

BAVARIA: IN THE BEST OF COMPANIES

OSRAM
Opto Semiconductors

ERLASE

SIEMENS



LINOS

Bavaria is the home of global players like OSRAM, BMW, ERLASE or Siemens. In addition, there is a huge network of small and medium-sized industrial, trade and service companies throughout the state - thus providing investors with a broad spectrum of innovative suppliers, customers and potential partners.

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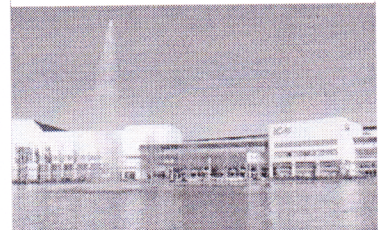


rofin

WaveLight

BAVARIA: MEETING POINTS

TRADE FAIRS IN MUNICH



> LASER World of PHOTONICS

June 15-18, 2009

world-of-photonics.net

WORKSHOPS bayern photonics

> 18.06.09 12.30 – 13.30h
Optics Forum at LASER 2009:
Québec - Bavaria – France
Hall B2 Forum Optical Technologies

> 18.07.09 3. Munich Photonics Cup
Laser meets soccer at SV Günding

> Further events online:

www.bayern-photonics.de/Aktuelles

PHOTONICS FACTS

> World Market Photonics:

Revenues: EUR 210 billion

> Expected Growth:

7.6 % p.a.

> Photonics Market Germany:

Revenues: EUR 2.4 billion

> Expected Growth:

8.5 % p.a.

> Export Ratio:

65 % of manufactured products

> Photonics in Bavaria

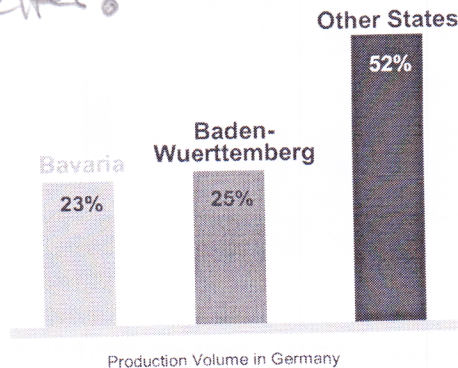
EUR 3.8 billion

Photonics in Bavaria

Bavaria's OT industry is characterised by the co-existence of both traditional optics and new product segments. The former covers the production of lenses for spectacles and binoculars, whilst the latter includes laser systems for medical and material processing applications as well as silicon wafers for solar panels.

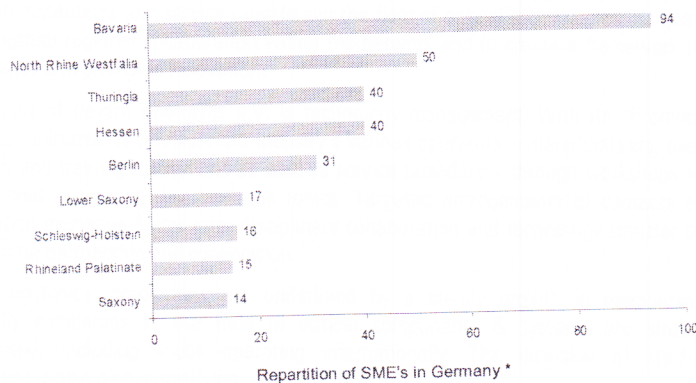
Bavaria is one of the key locations for photonics in Germany with a German market share of 23 percent and average annual OT industry growth of 10 percent.

in Zeller!



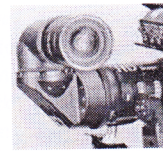
Bavarian enterprises operate in eight out of nine OT industry segments with particular strength in lighting, medical technology & life science, optical components & systems, and information & communications technology (ICT). In lighting and ICT Bavaria's share of the German market exceeds 50 percent whilst in medical technology & life science it is around 25 percent.

Bavaria's OT industry is dominated by small and medium-sized enterprises (SMEs). They act as technology driver for other SMEs. In biophotonics they continuously develop new markets in Bavaria. About half of Bavaria's OT companies operate in several industry segments in international markets. In the key field for the development of inorganic LEDs and OLEDs, Bavaria's Osram group is well positioned internationally. Osram's strong role goes some way to explain Bavaria's leading position in lighting.



* Representative sample of 206 companies from 572 interviewed SME's in Germany. Not named states: less than 10 SME's in the sample. Source: VDI Technologiezentrum / isw Institut, 09/2004

MADE IN BAVARIA



> **HD Scope Borsecope/Snorkel Optik**
(IB/E OPTICS Ing.-Büro Klaus Eckerl)



> **Head-Up-Displays (HUD)**
(LINOS Photonics GmbH & Co. KG)



> **iChromeTM**
(TOPTICA Photonics AG)



> **Blue Laser Diode**
(OSRAM)

PARTNERSHIP



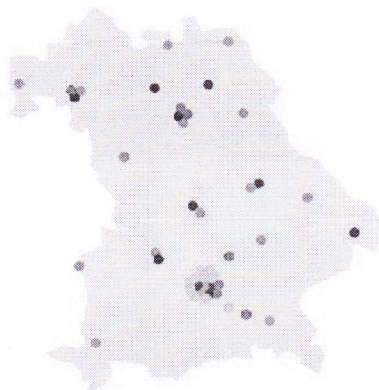
The Bavaria-Quebec partnership in OT goes a long way back. First contacts were established close on the heels of the foundation in 2001 of bayern photonics e.V. with Quebec Photonics Network. Since then a range of joint events have been staged such as the International Optics Forum at the "LASER World of PHOTONICS" fair in 2005, 2007 and 2009.

www.quebecphotonics.ca

BAVARIA: TOP IN RESEARCH & DEVELOPMENT

> Research in Bavaria

- > 11 universities
- > 17 universities of applied sciences
- > 11 Max Planck Institutes
- > 3 institutes of the Helmholtz Association
- > 10 institutions of the Fraunhofer Society
- > 9 research associations



INVEST IN BAVARIA

Invest in Bavaria – The agency that pulls the strings

Invest in Bavaria is your one-stop central point of call at the Bavarian Ministry of Economic Affairs. Our international team offers confidential and free support, advice and guidance in setting up or expanding your business in Bavaria. Our services cover the full cycle of business set-up and expansion, from first intelligence gathering to selecting specific locations to facilitating contacts to relevant partners, trade and business organizations and local, regional and national networks.

Get in touch with us!

CONTACT

Dr. Johann Niggel

Executive Director
Bavarian Ministry of Economic Affairs,
Infrastructure, Transport and Technology
Invest in Bavaria
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Dr. Horst Sickinger

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INNOVATION CENTERS



> Max-Planck-Institute for the Science of Light Nuremberg
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> Georg-Simon-Ohm University of Applied Sciences, Nuremberg
www.pofac.de



> Institute for Machine Tools and Industrial Management, Technische Universität München
www.iwb.tum.de



> Ludwig-Maximilians-Universität München Laser-Forschungslabor
<http://laser.klinik.uni-muenchen.de>

NEWS bayern photonics

Bayern photonics organizes on a regular basis a platform for its members called "Members present themselves"

New issue „Study Programs Optical Technologies in Bavaria (in German) published in spring 2009

www.bayern-photonics.de/Aktuelles

MEET BAVARIA

Company Database



Key Technologies in Bavaria

The database provides comprehensive, free information on Bavarian companies, research institutes, technology transfer and network management as well as specialized authorities and associations.

www.key-technologies-in-bavaria.com

<First Name:78> <Last Name:79>, <Title:46>
<Company:25>, <City:30>, <State:31>

FARA
Projects

154 x Emails
sent on
6/10

Dear <Salutation:40> <Last Name:79>,

Study shows: Germany is first choice as location for US companies in Europe

5/22/2009 Zeil: "Endorsement of Bavarian business development policy"

MUNICH For the first time Germany has been named as the most attractive location in Europe for American companies. That is the result of the sixth AmCham Business Barometer, a joint survey conducted by the American Chamber of Commerce in Germany (AmCham Germany) and The Boston Consulting Group. Bavaria's Minister of Economic Affairs, Martin Zeil, was delighted to hear this: "The study endorses the business development policy pursued by Bavaria. Over the past few years, Bavaria has developed into a focal point for US investments in Germany. Google, for instance, has chosen Munich as the site of its first research center in Germany. This impressively demonstrates how attractive Bavaria is for US companies."

Since 2004, the AmCham Business Barometer has been surveying the satisfaction of US companies with Germany compared to other European countries. Altogether 61 companies with total revenues of 110 billion euro and 250,000 jobs in Germany took part in the current survey. For the first time, Germany performed better than all the other European countries. Last year Eastern European locations came out in top place.

According to Fred B. Irwin, President of AmCham Germany, the fact that this has now changed is not due exclusively to the decreasing wage differential between Germany and Eastern Europe. "Bavaria is very popular especially among US companies in research-intensive sectors. Our survey has shown that of all the locational factors, most importance is attached to the qualifications of talented young employees. Bavaria's universities and research institutes enjoy an excellent reputation among American companies. This is an important argument in Bavaria's favor when it comes to planning new research capacities", Irwin explained.

It was only last March that Intel, the world's largest semi-conductor manufacturer, opened a new research center at Feldkirchen near Munich. In addition, GE Aviation, a leading producer of jet aircraft engines with its headquarters in Ohio, is currently setting up a new development center in Regensburg. Last fall, IT giant Microsoft had already announced that it was going to establish a new center for search technologies in Munich.

"This successful track record proves that top-class research and infrastructure are convincing even in difficult times. The two Bavarian representative offices in San Francisco and New York were making a major contribution to Bavarian location marketing. Our local offices competently and reliably answer all questions about Bavaria as a top location for industry. We will continue to offer American investors optimal support in the future as well", Minister Zeil added.

Bavaria and the USA have a long tradition of close business relations. With a trade volume of more than 24 billion euro, the USA is Bavaria's most important industrial partner after Austria. Some 750 Bavarian companies have a branch office in the USA and, vice versa, about 850 US companies are actively operating in Bavaria.

We invite you to view <http://www.invest-in-bavaria.de/en/news/press-releases/> for additional information.

If you wish to discuss expansion objectives for your company please do not hesitate to contact us.

Very truly yours,

Dagmar A. Cassan,
Executive Managing Director

Jan Danisman
Deputy Manager - Projects

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NY Office

E-campaign

Emails x 646

sent on 6/4

From: NY Office [newyork@bavaria.org]
Sent: Thursday, June 04, 2009 5:06 PM
To: 'Lopez, Marco at Arizona Department of Commerce'
Subject: Interview with Bavaria's Minister of Economic Affairs Martin Zeil on Business Location Bavaria

Dear Marco Lopez,

We invite you to a personal insight from Bavaria's Minister of Economic Affairs about the strategic advantages of investing in Bavaria:

SITE

Selection *ONLINE*

A SITE SELECTION INVESTMENT PROFILE:
BAVARIA, GERMANY
From *Site Selection* magazine, May 2009



Site Selection magazine's Investment Profile of **Bavaria, Germany**, features an interview with Martin Zeil, Bavarian State Minister of Economic Affairs, Infrastructure, Transport and Technology.

- Why so many companies are expanding in Bavaria right now!
- More international companies choosing to locate facilities in Bavaria
- Competitive tax structure in Bavaria/Germany
- Colleges and universities support business growth in Bavaria
- Strength of Bavaria's exports
- Invest in Bavaria, one-stop-shop serving investors

For more information about Bavaria, Europe's premier business location, please visit our websites www.bavaria.org and www.invest-in-bavaria.com. We welcome your phone calls and emails and look forward to personally assisting you. It is our mission to provide personalized, comprehensive assistance, at no charge, to U.S. companies who are considering establishing a presence in Bavaria, throughout all phases of the investment process. Thank you for your continued interest in Bavaria.

Very Truly Yours,

Dagmar A. Cassan
Executive Managing Director

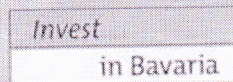
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Dear <Salutation:40> <Last Name:79>,

We invite you to read the Issue 1 / 2009 relaunch of "**BUSINESS BAVARIA**", highlighting investment, business and technology news in the German State of Bavaria, brought to you quarterly by *Invest in Bavaria*.

In this edition of "Business Bavaria": ([go to newsletter](#))

- **Bavaria: beating the worldwide blues in 2008...Bavaria's record year**
- **Munich: European real estate's best bet!**
- **Starnberg: Germany's number one county**
- **Q&A: The big question**
- **Famous Bavarians: Ludwig I**
- **Bavaria's hidden champions**
- **Sports location Bavaria**
- **Regensburg's red-hot research community**
- **Products for a better world**
- **Tradefairs in Bavaria and abroad**
- **New and newsworthy**
 - Atlanta, Georgia based AGCO makes its largest investment ever: in Bavaria
 - Yet another Russian top tech company, FAS sets up shop in Bavaria

For more information about Europe's premier business location, Bavaria, please visit our websites www.bavaria.org and www.invest-in-bavaria.com. We welcome your phone calls and emails and look forward to personally assisting you. It is our mission to provide personalized, comprehensive assistance, at no charge, to U.S. companies who are considering establishing a presence in Bavaria, throughout all phases of the investment process. Thank you for your continued interest in Bavaria.

*To inform others interested in subscribing to this newsletter, please refer them to:
<http://www.bavaria.org/newsletter>. To unsubscribe please reply to this email with "unsubscribe" in the subject line.*

Very Truly Yours,

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Internet: www.bavaria.org

Wednesday, April 29, 2009

[[Contact:26]]
[[Title:46]]
[[Company:25]]
[[Address 1:27]]
[[Address 2:28]]
[[Address 3:29]]
[[City:30]], [[State:31]] [[Zip:32]]

Bio 2009 - Biotech Opportunities in Bavaria, Germany - Arrange Informational Meeting

Dear [[Salutation:40]] [[Last Name:79]]:

International Biotech Opportunities: Bavaria/Germany

**Representatives of the State of Bavaria
would be pleased to meet with you during the
BIO 2009 International Convention, Atlanta, GA
May 18th - May 21st, Booth 2533**

Bavaria is one of Europe's top 3 locations for biotechnology and the biotech leader in Germany:

- 244 biotech/pharma companies
- Strong R&D partners: over 8,000 scientists working at distinguished universities and institutes
- Germany's leading medical drug pipeline
- 50% of the medical drugs newly approved in Germany coming from the greater Munich area
- Germany's strongest venture capital location with over 40 VC firms

We look forward to meeting you at Bio 2009 and to personally assisting you. It is our mission to provide comprehensive and completely confidential services at no charge to U.S. companies who are considering establishing a presence in Bavaria.

For information on Europe's premier business location, Bavaria and to arrange a one-on-one meeting to discuss expansion/acquisition/partnering opportunities, we invite you to contact us at (212) 317-0588 or janisman@bavaria.org.

Very truly yours,

Dagmar A. Cassan
Executive Managing Director

Jan Danisman
Deputy Director – Projects

This material is circulated by the Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology Office for Economic Development on behalf of the State of Bavaria, Federal Republic of Germany. Additional information is on file with the Department of Justice, Washington, D.C.

*FARA
139 letters sent
on April 28, 09*

FARA e-mailing
to 123
contacts
on April 27, 09

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Best regards,

Jan Danisman
Deputy Director - Projects

State of Bavaria
United States Office for Economic Development
560 Lexington Ave, Floor 17
New York, NY 10022
Tel: (212) 317-0588
Web: www.bavaria.org

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Newsletter



STATE OF BAVARIA

Office for Economic Development

657 emails sent
on 4/27

UNITED STATES OFFICE

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Monday, June 01, 2009

[[Contact:26]]
[[Title:46]]
[[Company:25]]
[[Address 1:27]]
[[City:30]], [[State:31]] [[Zip:32]]

Dear [[Salutation:40]] [[Last Name:79]],

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Please let us know if you want to continue to receive our newsletter. In this case please send us a brief email with "newsletter" in the subject line to: newyork@bavaria.org

In this edition of "Business Bavaria":

- **Bavaria: beating the worldwide blues in 2008...Bavaria's record year**
- **Munich: European real estate's best bet!**
- **Starnberg: Germany's number one county**
- **Q&A: The big question**
- **Famous Bavarian's: Ludwig I**
- **Bavaria's hidden champions**
- **Sports location Bavaria**
- **Regensburg's red-hot research community**
- **Products for a better world**
- **Trade fairs in Bavaria and abroad**
- **New and newsworthy**
- **Atlanta, Georgia based AGCO makes its largest investment ever: in Bavaria**
- **Yet another Russian top tech company, FAS sets up shop in Bavaria**

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Thank you for your continued interest in Bavaria.

Very Truly Yours,

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Deputy Director - Projects

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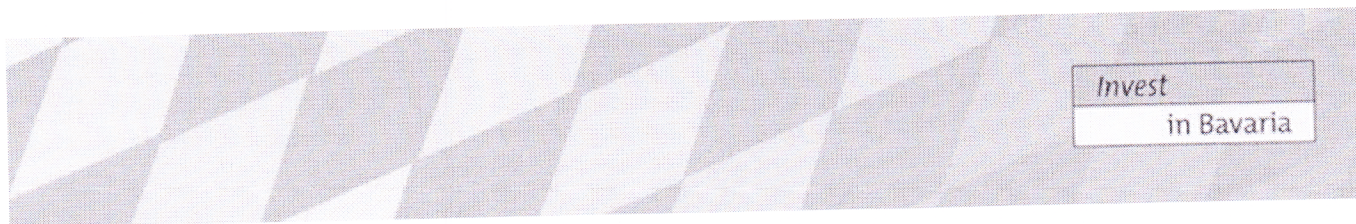
2009 JUN 30 PM 2:44
CRM/ISS/REGISTRATION UNIT

Janet Danisman

FARA

657 Emails
sent on
4/27

From: Janet Danisman [jdanisman@bavaria.org]
Sent: Monday, April 27, 2009 1:50 PM
To: 'Hochstetter, Katrin'
Subject: Business Bavaria - Investment-Business-Technology News, 2009 Edition 1



Dear Ms. Hochstetter,

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To inform others interested in subscribing to this newsletter, please refer them to: <http://www.bavaria.org/newsletter>. To unsubscribe please reply to this email with "unsubscribe" in the subject line.

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About this email:

4/27/2009

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4/27/2009

What's inside

- **Munich: European real estate's best bet!**
- **Starnberg: Germany's number one county**
- **Q&A: The big question**
- **Famous Bavarians: Ludwig I**
- **Bavaria's hidden champions**
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- **Products for a better world**
- **Tradefairs in Bavaria and abroad**
- **New and newsworthy**

Bavaria: beating the worldwide blues in 2008...

A world plunging into recession, a state setting new records for exports, purchasing power, employment and many other key indicators.

That was the story of 2008 in Bavaria, whose records are, of course, interrelated. The state's unmatched ability to sell its products and services abroad and at home yields the employment giving state inhabitants their prosperity. According to Martin Zeil, Bavaria's economics minister, these records have two common causes.

"Diversity and depth. Rather than being dependent on one or a few markets or industries, our business community is active and a leader in all of them. And in each of these sectors we have a number of companies which are among the strongest in the world," notes the minister.

As he adds: "This diversity is also shown in our export markets. We got in on the ground floor of the development of such new engines of the world economy as BRIC (Brazil, Russia, India and China) and the CEE (central and eastern Europe). These mar-

kets have been growing explosively - and our exports with them."

This diversity is also shown by the products being sold on these markets. "While our mainstays - automobiles, industrial facilities and equipment, electronics and chemicals - more than held their own on world markets in 2008, our large and fast-growing environmental technologies (see related article in this magazine), energy engineering and food processing sectors were registering breakthrough successes," Zeil states. "Our business community is meeting the world's hunger for food, water and for technologies producing them effectively, and for systems efficiently yielding clean and abundant energy and remedying environmental problems," concludes the minister.



This diversity and depth are also shown in purchasing power and employment. Twelve of Germany's 25 most prosperous cities and counties are located in Bavaria. Not bad for a state which accounts for one seventh of the country's population. Correspondingly, the counties with the lowest rates of unemployment are found in the state. All of the state's counties have achieved major-sized rises in employment over the past few years.

Zeil concludes: "This diversity is also shown in our tourism industry. Rather than relying on the Alps, Munich, Nuremberg, Rothenburg ob der Tauber and our other classic hits, my ministry has worked closely with what were our lesser well-known regions in the rest of the state, so as to find and capitalize upon their strengths."

Case in point: Eastern Bavaria, which took its abundance of thermal springs and rolling green meadows and turned itself into Germany's leading spa and golf area. Eastern Bavaria chalked up no less than more than 5 million overnight stays in 2008.

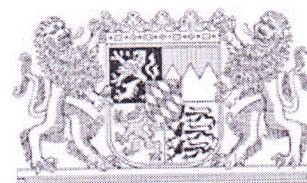
2008: Bavaria's record year

Exports: These set a new record for the 15th year in a row, reports Bavaria's economics minister Martin Zeil, thanks to explosive rises in sales made to the BRIC (Brazil, Russia, India and China), CEE (central and eastern Europe) and Latin American regions.

Tourism: In 2008, 27 million tourists visited Bavaria, registering 77 million overnight stays in the process. These were all-time highs for Bavaria and, as Bavaria is the perennial number one in German tourism, for any state in the country.

Purchasing power: As of the turn of the year, it amounted to €20,571 per capita in Bavaria - the highest figure ever registered in Germany.

Employment: In August, the state set a new record for gainfully employed - 4.6 million. Bavaria's rates of unemployment remained historically low - 4% - towards the end of the year.



Munich: European real estate's best bet!



For investors looking for a safe and profitable haven in Europe in 2009, Munich is the place to go, states PricewaterhouseCoopers (PwC), in its "Emerging Trends in Real Estate Europe 2009". The report used forecast returns and levels of risk to rank Europe's 27 property markets.

Nabbing by far the number one spot was Munich. Ac-

cording to PwC, the health of Munich's property market stems from that of its best-in-Europe economy. In making this assessment, PwC cited the decline in unemployment and the rises in population and consumer spending currently being experienced by the city.

Behind these rises: Munich's high-performing and "diverse economic base. It mitigates risky investment," states PwC.

Another advantage is that Munich's financial sector, as is the case with those of Bavaria and Germany as a whole, "has emerged largely unscathed from the subprime lending crisis and the recent global bubble for property prices," concludes PwC.

Starnberg: Germany's number one county



There are a number of towns in this county of 130,000, and they are home to a business community which is the most powerful in Germany, according to respected business journal Focus Money. Its 2008 rankings of Germany's counties awarded Starnberg the top spot.

In compiling its rankings, Focus Money used the key

indicators of local value added, purchasing power, population growth, rate of employment, innovativeness and solvency. In view of these indicators, it's not surprising that nearly all of the other top ten finishers in the rankings came from Bavaria, including Munich (#2), Pfaffenhofen a. d. Ilm (#3) and Ingolstadt (#4).

Starnberg's best-in-Germany business community is comprised of some sectors which you would expect - including tourism and food production and processing - and some you might not.

Such as aerospace. That's thanks to Oberpfaffenhofen. The town is the site of the complex maintained by DLR - Germany's national aerospace agency. The complex is home to no less than eight institutes, each a leader in its field of space transport and satellite navigation systems. DLR, in turn is a hub for an adjoining and large-sized community of providers of aviation and space technology development and deployment services.

Key figures

2000 companies form Bavaria's environmental technologies sector. They hold a 4% share of the rapidly-growing world market. The sector's node: Augsburg and the rest of the Swabian region. Among the sector's innovations:

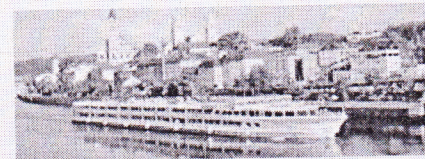
the world's most efficient solar receivers.

Developed by Nikolaus Benz and Thomas Kuckelkorn at the Schott group's research facilities in the eastern Bavarian town of Mitterteich, this prize-winning CSP (concentrated solar power technology) is best (most efficient and durable) in the world at turning the sun's rays into steam driving turbines driving power plants. The CSP receivers will form part of the next generation of parabolic trough power plants. Found in the world's sunbelt, these, in turn, are expected to be the mainstays of international electricity production in the decades to come.

33.5 million passengers made their ways through Munich, Nuremberg and Memmingen airports during the first ten months of 2008. That was up a strong 2.6% over the state's three international airports' performance in 2007.

Munich maintained in 2008 its role of being one of Europe's fastest growing major airports, recording a **3.1% rise** in passengers - to 29.6 million.

Founding stones



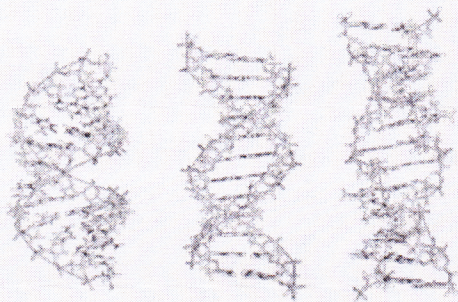
The Lower Bavarian Forum

Lower Bavaria is a large-sized, largely agricultural region. Its main centers of business are Landshut (its capital), Straubing, Deggendorf and Passau. The recent founding of the Lower Bavarian Forum (Niederbayern Forum) is designed to foster ties among the region's communities and their companies, and with their neighbors in the Czech Republic and Austria.

Bavarian prize-winners

Patrick Cramer - Ernst Jung prize for medicine

The managing director of the University of Munich's Gene Center has won yet another major prize for his discovery of how DNA transcribes itself into RNA. This act is nature's way of transferring 'building instructions' in and among cells. Other prizes recently won by Cramer include one from the Bayer Science and Education Foundation, plus Germany's Leibniz Prize for Scientific Achievement, and the Philip Morris Research Prize.



Martin Stetter - Siemens Researcher of the Year

Detecting tumors before they have a chance to form - while they are still nothing more than incipient changes in the network of genes, proteins and metabolites comprising human tissues. The software developed by Siemens' researcher of the year Martin Stetter has the potential to realize this objective. Stetter's software is an expert at 'reading' these networks. To do such, the program first simulates the changes expected to be triggered by the inception of a tumor, then compares the changes with those arising from actual cases. The result is a 'self-teaching' tool capable of early-stage diagnoses of ever-greater precision.



© Siemens press picture

The big question: "Are you the master of life?"

Time magazine recently called Simon Moroney the "master of an antibody erector set which could turn the tide against autoimmune diseases".

The World Economic Forum named Moroney, CEO of the Munich-headquartered MorphoSys, one of its World Technology Pioneers 2009.

Financial analysts regard Morphosys' HuCAL (Human Combinatorial Antibody Library) as being one of the prime assets in world biotech - along with the company's pipeline of proprietary medications.



Q.: Are you the master of life?

A.: Not really. We've copied some of Nature's genius, and put it in a test tube, to work with it.

Q.: Your Human Combinatorial Antibody Library is comprised of 45 billion human-use antibodies. How do you keep track of them?

A.: We use a simple technology to connect the result with the underlying master. We make sure to preserve the master, as doing such allows us to copy it as often as we want.

Q.: Forty-five billion would seem enough. Why are you still creating more and more of them?

A.: Antibodies are great molecules. They allow you to target a large number of diseases. There's a simple rule: the greater the selection of antibodies, the better the medications.

Q.: What kind of medications result from the employment of your customer-made antibodies?

A.: All kinds of drugs against all kinds of such life-threatening diseases as cancer or autoimmune disorders.

Q.: Why is MorphoSys thriving while other biotechs are struggling?

A.: We generate revenues from our proprietary technologies. This provides us with independence from capital markets - a true luxury nowadays.

Where Bavaria's sports greats got off to the great starts

Be they football, speed skating, skiing, golf, bobsledding or triathlon, Bavaria has champions in every sport. The slopes, runs, courses and playing fields on which these champions molded themselves into record-breakers and gold medal winners are in the state - and are available for use by the general public.

Anni Friesinger and Inzell

Seven world records, 15 world championships, 2 Olympic gold medals--Anni is one of the world's premier speed skaters. Born in the southeastern Bavaria town of Bad Reichenhall, she honed her skills at the skating stadium in the neighboring town of Inzell.

Maria Riesch and Garmisch-Partenkirchen

Four slalom first places in a row in 2008/9, 10 in her young career, a World Championship in 2009 - Maria Riesch is one of world skiing's top stars. Maria was born in the southern Bavarian Alpine resort of Garmisch-Partenkirchen and learned to ski on the mountains rising around it.

Bernhard Langer and Anhausen

Located near Augsburg, Anhausen is where Bernhard Langer, long Germany's best golfer, was born and where he learned to play golf. His career started at a nearby course in Augsburg. Langer went on to win two US Masters titles, and to be ranked number one on the PGA tour in 1986.

Faris al-Sultan and Munich

The winner of 2005's Iron Man event on Hawaii (considered the world's most grueling athletic event), al-Sultan is one of the world's best triathletes. Al-Sultan developed his world-best stamina and cycling, running and swimming skills in his home town of Munich.

Georg Hackl and Schönau am Königssee

Georg is the most successful luger of all time. Born in Berchtesgaden, he learned his craft at the tobogganing course in Schönau am Königssee - as did such other world champions as Susi Erdmann, Alexander Resch and Patrick Leitner. The run is open to the brave souls among the general public!

Famous Bavarians: Ludwig I



Munich was recently ranked the world's most livable city. Munich has long been one of the world's top tourist and business destinations. Munich owes a lot to Ludwig I (1786-1868).

Like its look and feel. They came from Ludwig's vision of turning a medieval city into a modern-day Athens or Florence (he loved both cities), in which leading artists and scientists would congregate and work in green, gracious and Grecian and/or Italianate surroundings.

To realize his vision, Ludwig gave carte blanche to his favorite architects - Leo von Klenze and Friedrich von Gärtner. The result was much of the city's downtown and a number of the beautiful avenues and squares adjoining it.

In addition to the arts, architecture and the sciences, Ludwig had, unfortunately, another passion: the company of such beautiful courtesans as Lola Montez. This passion cost eventually his throne. But not before his vision had been realized - much to the delight of today's travelers and residents.

Innovation@home: Regensburg's red-hot research community

GE, the world's largest high-tech, has set up yet another mission-critical R & D facility in Bavaria. This one's location: Regensburg, itself home to "home-grown" high-techs revolutionizing their fields. Eastern Bavaria's Regensburg (population: 133,000) may not be the largest city in the world, but its research community certainly has a world-class breadth and impact.

Newest arrival to the community is General Electric. Its GE Aviation subsidiary is set



to commission in spring 2009 its research facility in the city. Expected to be joined by production operations, the facility will develop what Scott Ernest, vice president and general manager of supply chain operations at GE Aviation, has called "some of the most complex and technically challenging production processes in the field of aircraft construction."

The processes are set to produce the low-weight turbine blades forming the heart of the energy-efficient engines so needed for environmentally-compatible jet planes.

GE joins such home-grown path-blazers as Geneart, widely considered one of the hottest biotechs in the world. One reason for this acclaim is the EuroVacc vaccine. Now in Phase II trials, the vaccine is widely regarded as being one of humanity's best hopes of beating HIV.

Geneart created and licensed the patented genetic sequences upon which the vaccination is to be based. Such feats of gene and plasmid synthesis and evolution have made the company, which was founded in 2000 by Dr. Ralf Wagner, one of the world's hottest biotechs.

Proof of this assertion comes from the company's having won in October 2008 the European Biotechnika award, conferred upon the continent's most promising biotech. Other path-blazing biotechs in Regensburg include Antisense, whose protein production suppression technology is considered one of the world's most promising approaches to fighting cancer.

Nor are aviation and life sciences the only specialties of Regensburg's red-hot technology community. CipSoft, the developer and provider of one of Europe's leading massively multiparty on-line games, heads the city's burgeoning IT community. Possessor of technologies which are revolutionizing illumination, Osram Opto Semiconductor is just one of a number of microelectronics and optronics leaders in Regensburg.

GE and Bavarian research: a close and multifaceted relationship

In setting up its facility in Regensburg, GE Aviation was following suit of the technology giant's health care and corporate research arms, which also recently established world-class centers in Bavaria.

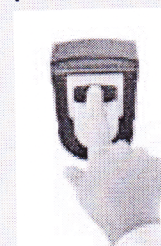
Hidden Champions

Can Do - creators of software enabling multisite, multiparty projects

Germany's Prize for Innovation in 2007 and Bavaria's Export Prize for 2008 - Munich's Can Do GmbH is being awarded major prizes almost as fast as it is securing major commissions.

And that's very fast. Founded in 1994 by Thomas Schlereth, the young company was awarded so much work in 2008 that it doubled its turnover. The commissions are mostly for Can Do Project Intelligence, which is reportedly the first and only software capable of managing projects under 'real world conditions' - large and varying numbers of participants, of facilities and of items being developed and supplied; and ever-changing and imprecise project goals, procedures and conditions.

TST Biometrics - the world's best fingerprint recognition system



IDs can be stolen or faked. Faces can be altered. A person's biometrics (intrinsic and unique physical characteristics) are immutable.

That's why biometric technologies - most based on fingerprints and irises

- have become the basis of advanced access management control systems. Conventional fingerprint-based systems use the impression made by the fingerprint resting upon the screen to generate an image, which is then matched with that registered for the user. The problem: the pressure of the contact often distorts these images, lowering their quality of identification in the process. Enter Munich's TST Biometrics GmbH, which offers the world's first and only no-contact fingerprint recognition system. In TST's BiRD series of devices, the user's fingertip is placed above a window and upon a rest. Below the window are light sources. After bouncing off the fingerprint, the light is gathered by a lens, which then relays it to a ultra-small and precise, CMOS chip-based camera. The technological edge enjoyed by TST's products are expected to make them as omnipresent in tomorrow's world as today's ATMs and in-facility security control stations.

Products for a better world

Bau-Fritz's look-good, feel-good, are-good houses

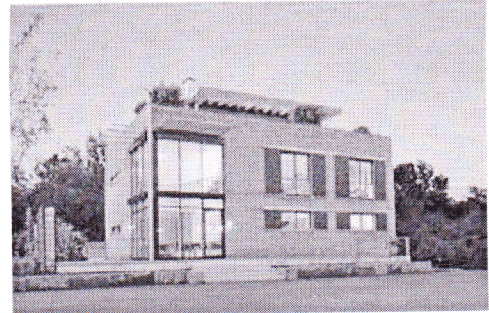
In 2008, Dagmar Fritz-Kramer was named Germany's businesswoman of the year. She also won "Career of the Year", a prize awarded to Germany's best manager. Located in Erkheim, a town in southwestern Bavaria's Allgäu district, her Bau-Fritz GmbH & Co. KG was named Germany's most family-friendly company.

In the previous two years, Bau-Fritz nabbed awards for its house kits' architecture, quality and environmental-compatibility.

All these awards stem from Dagmar Fritz-Kramer's 'local and natural' philosophy. The materials going into the kits, which range in size from one-family houses to apartment buildings, and include churches, daycare centers and official buildings, are procured locally and are natural (primarily wood).

These natural materials join with state-of-the art-technology, proprietary-developed innovations in making the houses healthy and energy-conserving. The striking beauty of the houses is also a local product - from the in-house design team headed by Ms. Fritz-Kramer herself.

This "local only" philosophy applies to the production of the kits. Rather than farming out the manufacturing of their component parts to low-wage countries, Ms. Fritz-Kramer insists on production being carried in the Allgäu.



GranMalt's beer granules

Beer whenever and wherever you want it - be it in the trackless depths of the Mojave Desert or while cruising the Pacific or on top the highest mountains.

Sounds like every beer-lover's dream, doesn't it?

It is now a reality, thanks to Gerhard Kamil and his GranMalt company. This Bavarian brew master has come up with a way of distilling beer down into an ultra-stable granules. All that is required to turn it into beer is to add water. The granules can also be used as the basic of no-alcohol fruit and soft drinks.



Titan Bags - the world's coolest suitcases

Titan suitcases are iPod-pretty and popular.

And like the iPod, these suitcases, which range in style from alluring luminescent to space-age high-tech, have become indispensable accessories of people-on-the-go.

So much so that Penzberg's Thomas Wagner GmbH sold no less than 3 million Titan Bags in 2008 - by far the highest total in the company's history.

The reasons for the Bags' popularity: not only are they pretty, but, thanks to a number of proprietary patents, they are also the sturdiest (impossible to scratch or deform), lightest and most compact suitcases around (very important in an era of ever-stiffer hand baggage rules).

The Titan Bags' attractiveness stems from the designs created by Wagner and the team which he heads.



New and newsworthy

Nuremberg's trade fair center: top-ten in Europe and fastest growing in Germany

Over the last decade, Nuremberg was the fastest growing trade fair venue in Germany, reports an authoritative study. This sustained growth boosted Nuremberg into the ranks of Europe's top ten trade fairgrounds.

How strong and sustained the growth has been is shown by the 2008 figures registered by NürnbergMesse, the city's trade fair authority. The year was the best in the authority's history, with its having registered rises over 2006 (benchmark year of comparison) of 20%, 11%, 6% and 7% in turnover, number of exhibitors, space taken up and trade visitors.

Key fact: over the last ten years, the authority has more than doubled its turnover to 2008's €150 million.

Yet another Russian top tech sets up shop in Bavaria

When Russian high-techs go international, they head to Bavaria. To date, 33 of these high-techs have set up operations in Bavaria. Their ranks include such IT luminaries as Kaspersky Labs and ABBYY. Latest newcomer is FAS. Headquartered in Yekaterinburg, the company is a major developer of software easing and expediting retailing and wholesaling. FAS' reasons for picking Bavaria: its central location in Europe and its great air, rail and road links make it the gateway to the continent, states managing director Sergey Martyanov.

America's AGCO makes its largest investment ever: in Bavaria

Headquartered in Georgia, AGCO is one of the world's leading producers of agricultural vehicles and equipment. One of its chief subsidiaries is Fendt, headquartered in Marktoberdorf (a town in Bavaria's southwestern Allgäu district) and itself a major manufacturer of tractors.

AGCO recently launched a €170 million program of investment - reportedly the largest in the corporation's history - in Fendt's production facilities in Bavaria. To be concluded by 2012, the investment will boost by one third the facilities' output.

Onwards and upwards in Hochfranken (Uppermost Franconia), thanks to GEALAN's new production facility

Hochfranken has set its sights on becoming one of Europe's center of automotive supply. To that end, the region now has a thriving automotive suppliers' park and automotive engineering center in Hof, the region's 'capital city'.

GEALAN's €9 million investment indicates that this northernmost Bavarian region is well on its way towards achieving this ambitious goal. The company is a major manufacturer of formed plastic parts for the automotive and other industries. Its investment went for a new production facility.

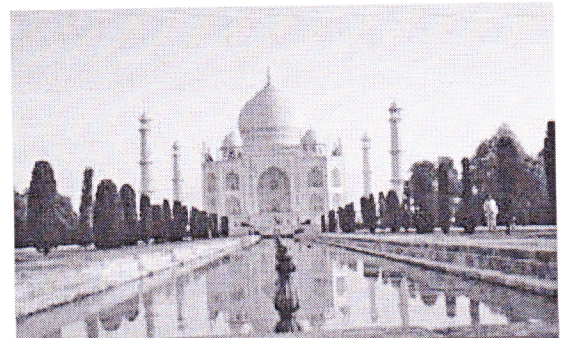
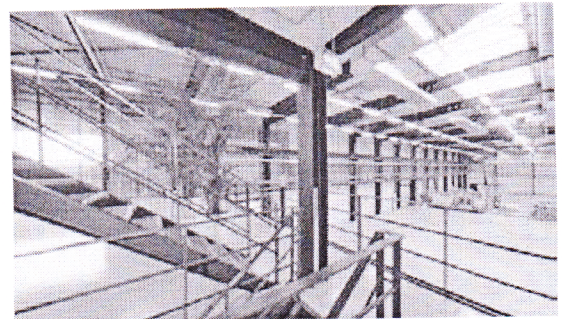
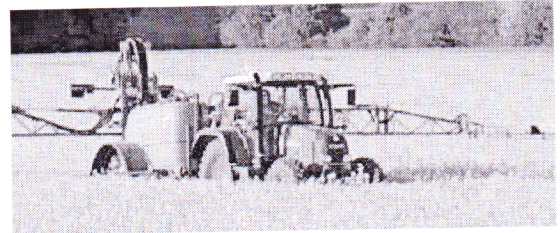
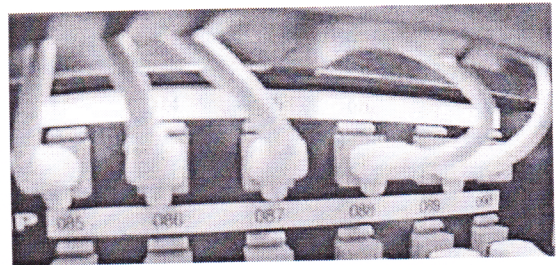
GEALAN becomes the latest supplier to make major-sized investments in Hochfranken, which has been establishing itself as a key center of automotive engineering.

Get ready for the Global India Business Meeting!

It's going to be held for the first time and it's going to be a blockbuster: the Global India Business Meeting. Date and venue are June 28-30, 2009 in Munich. This event brings together India's leading businesspersons and their counterparts from elsewhere on the globe.

Co-hosting this global get-together are the Federation of Indian Chambers of Commerce, the government of the state of Bavaria, Messe München (Munich's trade fair authority) and VBW (the association of Bavaria's business community). Eligible to attend are CEOs of leading companies.

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Bavaria goes abroad >>>

Business trips:

Cambodia
medical technologies
May 13 - 16

Romania
forest technologies
May 25 - 27

Russia
infrastructure,
construction, energy,
medical technologies
May

Eastern Russia
industrial engineering
July 15 - 24

Ukraine
construction
autumn

For further information:

Bayern International
Ms. Agnieszka Eckert
aeckert@bayern-international.de
www.bayern-international.de
+49-89 660 566 301

Delegations:

Slovenia
October 2 - 3
Registration by June

India
October 25 - 31
Registration by July

Cuba and Columbia
November 1 - 8
Registration by July

Poland
November 25 - 27
Registration by August



Trade fairs in Nuremberg:

SMT/HYBRID/PACKAGING

May 5 - 7
Microelectronics systems and integration

e_procure & supply

May 6 - 7
E-procurement systems

Sensor + Test

May 26 - 28
Measurement and testing systems

Trade fairs in Munich:

transport logistic 2009

May 12 - 15
Logistics and transport technologies

INTERSOLAR 2009

May 27 - 29
Solar technologies, components and systems

LASER World of Photonics 2009

June 15 - 18
Components, systems and applications for optical technologies

Meet Invest in Bavaria at:

NAB, (Bavarian Pavilion, Stand SU9924C)

April 20 - 23, Las Vegas

Hanover Trade Fair (Hall 13, Stand E31)

April 20 - 24, Hanover

transport logistic (Hall B3, Stand 317/418)

May 12 - 15, Munich

BIO (German Pavilion, Stand 2533)

May 18 - 25, Atlanta

INTERSOLAR (Hall B6, Stand 410)

May 27 - 29, Munich

LASER World of Photonics 2009

June 15 - 18, Munich

To set up an appointment with us or to get further information, please give us a call at +49 89 2162-2630 or send an e-mail to info@invest-in-bavaria.com



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Imprint

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Infrastructure, Transport and Technology
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www.invest-in-bavaria.com

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to Business Bavaria, please register at:
www.invest-in-bavaria.com

Invest in Bavaria is the central coordinating body for investors in the Bavarian Ministry of Economic Affairs. Our international team is there to offer you confidential assistance in the setting up of a new business or expanding your present facilities in Bavaria. We will provide you with information, help you find a suitable site and arrange contacts with government agencies as well as local partners and networks. Our service is of course free of charge.



To stay up to date about the Bavarian economy on a daily basis use our RSS feed, which can be subscribed to at: www.invest-in-bavaria.com/en/newsfeed

<First Name:78>, <Last Name:79>
 <Company:25>, <City:30>, <State:31>

FARA

4 x Email sent on
 4/15

Dear <Salutation:40> <Last Name:79>:

If you are considering business expansion to Europe, it would be our pleasure to introduce you to Bavaria's strategic advantages at the NABSHOW 2009 in Las Vegas and to the cost-free support that the State of Bavaria offers. Our services are cost free, confidential and without obligation.

Our services include identifying the most suitable locations based on the company's strategic goals, providing information about market potential, industry clusters, establishing contact with media experts, as well setting up appointments and site visits. We offer help in ensuring that official formalities are completed rapidly and effectively. We also provide "aftercare" support to assist our companies to be successful and grow once they have located to the state.

As you are probably aware, Bavaria is the No. 1 media center in Germany and one of the top media locations in Europe: from the print sector with its printing and publishing activities through radio and television, film production and the film industry all the way to the Internet and multimedia, Bavaria is excellently positioned. With 20 percent of the workforce employed in the print media sector and the world's leading companies, Bavaria ranks at the top of the German league.

We would like to invite you to visit us at the Bavarian Pavillion (booth # **SU9924C**) and to learn more about Business Location Bavaria and the advantages for your company. We thank you for your consideration and we look forward to beginning a dialogue with you at your convenience.

Very truly yours,

Jan Danisman, Deputy Director - Projects
 State of Bavaria U.S. Office for Economic Development
 560 Lexington Avenue, 17th Floor
 New York, NY 10022
 tel: 212-317-0588
 fax: 212-317-0590
jdanism@bavaria.org
www.bavaria.org

ISS/REGISTRATION UNIT

JUL 30 PM 2:44

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4/15/2009

about:blank

send on 4/7
1 x Email

(short version)

state of bavaria-U.S. office

From: state of bavaria-U.S. office [assistant@bavaria.org]
Sent: Tuesday, April 07, 2009 11:38 AM
To: 'asl@airsealand.com'
Subject: Business Location Bavaria / Germany

Dear Mr. Lenzo,

I spoke to Claudia yesterday and she kindly offered me to inform you about our organization and our cost free services per email.

I am writing to introduce you to The State of Bavaria U.S. Office for Economic Development and to ask if we may be of assistance to Air Sea Land Productions Inc. We are an organization of the German State of Bavaria. We provide **free of charge and completely confidential** assistance to American companies interested in expanding to Europe.

Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your planning and analysis
- Using our vast network in the state to provide necessary introductions to key industry contacts and resources
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Assisting with site inspections

We would be pleased to assist you in achieving your *expansion / acquisition objectives* in Bavaria, Germany and invite you to view www.bavaria.org for additional information. We will contact you next week to follow-up.

We thank you for your consideration and we look forward to talking with you and meeting with you or your colleagues at the NAB Show2009.

Very truly yours,

Jan Danisman, Deputy Director – Projects

State of Bavaria U.S. Office for Economic Development
 560 Lexington Avenue, 17th Floor
 New York, NY 10022

tel: 212-317-0588
 fax: 212-317-0590

jdanism@bavaria.org
www.bavaria.org

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4/7/2009



STATE OF BAVARIA
Office for Economic Development

UNITED STATES OFFICE

560 Lexington Avenue, 17th Floor
New York, New York 10022-6828

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(800) 595-2990
Fax: (212) 317-0590
E-mail: info@bavaria.org
Internet: www.bavaria.org

Monday, March 09, 2009

Sandeep Agate
President and CEO

ReachCall

973 Broad Street
Augusta, GA 30901

Business Expansion – Bavaria/Germany

Dear Mr. Agate:

We learned about your company this week during a promotional tour of Atlanta's BIO Science sector organized by the State of Georgia. Unfortunately we did not get to meet you -- your solution seems quite exciting and with huge possibilities. Today we listened to an interview Podcast from July 2008 in which you stated that ReachCall is planning expansion domestically and internationally. Hence, we are writing you this letter.

A location in the German State of Bavaria would give ReachCall a strategic advantage! An excellent technology transfer network, a pro-business state government and over 1,400 foreign high-tech companies in Bavaria identify our State as an internationally-renowned high-technology center. The Life Science Industry is a top priority in our state. Bavaria would be an ideal location for ReachCall for many reasons, including the following:

- Bavaria's large number of hospitals (658) and doctors creates great potential demand for products and services.
- Throughout Bavaria and Germany there exists a highly reliable communications infrastructure for secure transport of data and voice. Munich is the second largest telecommunications center in Germany after Frankfurt.
- Bavaria has the R&D partners you need: more than 8,000 scientists work at distinguished universities and institutes creating a life-science environment without peer in Europe.
- Bavaria has Germany's largest biotech cluster with highly skilled workers.
- Bavaria is home to 14 of the 50 world leaders in pharmaceutical sales.
- With over 40 venture capital companies, Bavaria is the hub of Germany's venture capital scene.
- Central location in Europe with an international airport with easy access to markets throughout Europe.

The State of Bavaria provides **customized assistance, at no charge**, to American companies interested in expanding to Europe. Our services include: providing comprehensive information on Bavaria's Technology Clusters, contact to industry associations, economic data on Bavaria and information on financial support programs. Services also include the identification of available sites and facilities based on your specific criteria, assistance with administrative formalities, contact to Bavarian business and government communities and "aftercare" support.

Please visit www.bavaria.org for more information. We thank you for your consideration and look forward to talking with you soon.

Very truly yours,

Dagmar A. Cassan
Executive Managing Director

Jan Danisman
Deputy Director – Projects

Fara
Intro Letter
long version

2009 JUL 30 PM 2:42
CRM/ISS/REGISTRATION



STATE OF BAVARIA
Office for Economic Development

UNITED STATES OFFICE

560 Lexington Avenue, 17th Floor
New York, NY 10022-6828

Monday, February 09, 2009

[[Contact:26]]
[[Title:46]]
[[Company:25]]
[[Address 1:27]]
[[Address 2:28]], [[Address 3:29]]
[[City:30]], [[State:31]] [[Zip:32]]

Dear [[Salutation:40]] [[Last Name:79]]:

We are pleased to inform you about two unique life science events in Bavaria's capital city of Munich that will provide a number of opportunities for networking and information exchange with leaders of the international life science community. These events are intended to support your international business activities as you identify and build your client base in Germany and the European continent.

- **MedTech – Pharma - Biotech International One-on-One Cooperation Event**
March 17, 2009 in Garching/Munich, Germany
For online registration, please go to: www.medtech-pharma.de
- **Forum Life Science 2009 International Congress and Exhibition**
"Pharma Development ", "Food and Nutrition" and "Industrial Biotechnology"
March 18-19, 2009 in Garching/Munich, Germany
For online registration, please go to: www.bayern-innovativ.de

Invest in Bavaria provides personalized cost free services to U.S. companies that are considering expansion to Europe, with a business location in Bavaria. Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your planning and analysis
- Facilitating introductions to the Bavarian business and government community as well as to industry networks and associations
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Assisting with identification of the most favorable sites and facilities based on your specific expansion criteria

With questions or to arrange a one on one meeting during Forum Life Science 2009, please contact me via email at jdanisman@bavaria.org or tel.: 212-317-0588.

Best regards,

Jan Danisman
Deputy Director – Projects

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289 letters sent
Feb 9, 09

2009 Jul 20 PM 2:45
REGISTRATION UNIT

Phone: (212) 317-0588
(800) 595-2990
Fax: (212) 317-0590
E-mail: info@bavaria.org
Internet: www.bavaria.org

Dear <Salutation:40> <Last Name:79>:

195 e-mails
sent on Feb 6, 09

We are pleased to inform you about two unique life science events in Bavaria's capital city of Munich that will provide a number of opportunities for networking and information exchange with leaders of the international life science community. These events are intended to support your international business activities as you identify and build your client base in Germany and the European continent.

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International One-on-One Cooperation Event**
on March 17, 2009 in Garching/Munich, Germany

For online registration, please follow the link: [One-on-One Cooperation Event](#)

**Forum Life Science 2009
International Congress and Exhibition**
on March 18-19, 2009 in Garching/Munich, Germany

With a focus on new technologies, innovative products and upcoming trends within
"Pharma Development", "Food and Nutrition" and "Industrial Biotechnology"

For online registration, please follow the link: [Forum Life Science 2009](#)

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- Assisting with identification of the most favorable sites and facilities based on your specific expansion criteria

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Best regards,

Jan Danisman
Deputy Director - Projects

*State of Bavaria
United States Office for Economic Development
560 Lexington Avenue, Floor 17
New York, NY 10022
Web: www.bavaria.org*

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[[Contact:26]], [[Title:46]]
[[Company:25]]

February 6, 2009

Dear [[Salutation:40]] [[Last Name:79]]:

FARA 48 Emails sent
on 2/6/09
44 Letters sent
2/9/09



March 3-5, 2009
In Bavaria

Germany's leading
Aerospace
Location

Greetings from The State of Bavaria,

We look forward to welcoming you to the 7th annual Munich Satellite Navigation Summit, organized by Munich's Institute of Geodesy.

When: March 3-5, 2009

Where: Residenz in Munich, Bavaria

Featuring high ranking international speakers from industry, science and government:

- progressing development of the European satellite navigation system Galileo
- modernization of the US Global Positioning System (GPS-III)
- revitalization of the Russian GLONASS system and its transition from FDMA to CDMA
- development of new (regional) satellite systems like the Chinese COMPASS, the Japanese QZSS and the Indian IRNSS
- development of new regional augmentation systems
- and other exciting worldwide activities in the receiver field and service creation

The Munich Satellite Navigation Summit will also highlight the creation of new applications and services in

- satellite navigation, in combination with
- telecommunication and
- information technology, in particular geo-information technology

**Interested in business opportunities created by Galileo?
Considering a business location in Europe?**

The State of Bavaria cordially invites you to meet with industry experts to learn about the advantages of investing in Bavaria.

For more information about the Summit or to arrange a one-on-one meeting with industry or location experts please contact:

Jan Danisman
Deputy Director – Projects
State of Bavaria
United States Office for Economic Development
560 Lexington Avenue, Floor 17
New York, NY 10022
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UNITED STATES OFFICE

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February, 4, 2009

[[First Name:78]] [[Last Name:79]]
[[Title:46]]
[[Company:25]]
[[Address 1:27]]
[[Address 2:28]]
[[City:30]], [[State:31]] [[Zip:32]]

PHOTONICS WEST 2009-Bavaria-Quebec Executive Reception

Dear [[Salutation:40]] [[Last Name:79]]:

Thank you for your interest in the State of Bavaria Reception at the Photonics West 2009 in San Jose on January 27th, 2009. We hope you were able to attend and that you learned about Photonics in Bavaria. The enclosed package will provide you with more information about "Business Location Bavaria". We hope that it will serve as a valuable reference tool for you.

The State of Bavaria U.S. Office for Economic Development offers free of charge and completely confidential assistance to American companies interested in expanding to Europe. Let us show you the many reasons why about 850 U.S. companies have established a presence in Bavaria - Germany's economic powerhouse!

- ◆ Germany's leading optical technology location with over 450 companies
- ◆ 20,000 people working in optical technologies in Bavaria
- ◆ Output volume nearly 25% of nationwide total output
- ◆ 9 universities and 17 universities of applied science, 8 research institutions active in the field of photonics
- ◆ Strong industry network for optical technologies: Bayern Photonics

We thank you for your interest and we would be pleased to assist you in achieving your *expansion / acquisition objectives* in Bavaria, Germany. We look forward to speaking with you.

With best regards,

Jan Danisman
Deputy Director – Projects

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State of Bavaria - U.S. Office

From: State of Bavaria - U.S. Office [assistant@bavaria.org]
Sent: Friday, January 30, 2009 11:55 AM
To: 'bizdev@peer39.com'
Subject: Expansion to Europe / business location Bavaria

Handwritten notes:
 FARRA
 Yahoo! 1x
 sent on 1/30
 (long version)

Dear Mr. Oppenheim:

We would like to introduce The State of Bavaria U.S. Office for Economic Development and offer you our cost free comprehensive services that could greatly benefit Peer39 if you are considering expansion to continental Europe. Our organization helps American companies find the most profitable and competitive solution for their business in Europe. When you begin to consider site locations we invite you to take a closer look at Bavaria.

Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your planning and analysis
- Using our vast network in the state to provide necessary introductions to key industry contacts and resources
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Assisting with site inspections

Bavaria is Germany's leading Media Cluster comprised of an estimated 20,000 media companies and 200,000 employees with an annual turnover of 30 billion euros including companies such as Big Band Networks Germany, Buena Vista International, Harris Corporation, Condé Nast Verlag GmbH, Discovery Communications Deutschland GmbH, eRide Europe GmbH and yahoo! Deutschland GmbH, Kabel Deutschland (KDG), Astra Platform (APS), tremor media, Turner Broadcasting Systems, Random House, Glam Media and many more.

We would be pleased to assist you in achieving your *expansion / acquisition objectives* in Bavaria, Germany and invite you to view www.bavaria.org for additional information. We will contact you next week to follow-up.

We thank you for your consideration and we look forward to talking with you.

Very truly yours,

Jan Danisman
 Deputy Director - Projects

Katrin Hochstetter

State of Bavaria U.S. Office for Economic Development
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 fax: 212-317-0590
jdanism@bavaria.org
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State of Bavaria - U.S. Office

From: State of Bavaria - U.S. Office [assistant@bavaria.org]
Sent: Friday, January 30, 2009 11:25 AM
To: 'eyal@innovid.com'
Subject: Expansion to Europe / business location Bavaria

(long version)
FARA
sent on 1/30
Intro letter 1x

Dear Eyal:

Thank you very much for your time on the phone earlier.

We would like to introduce The State of Bavaria U.S. Office for Economic Development and offer you our cost free comprehensive services that could greatly benefit Innovid if you are considering expansion to continental Europe. Our organization helps American companies find the most profitable and competitive solution for their business in Europe. When you begin to consider site locations we invite you to take a closer look at Bavaria.

Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your planning and analysis
- Using our vast network in the state to provide necessary introductions to key industry contacts and resources
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- Assisting with site inspections

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We would be pleased to assist you in achieving your expansion / acquisition objectives in Bavaria, Germany and invite you to view www.bavaria.org for additional information.

We thank you for your consideration and we look forward to talking with you soon.

Very truly yours,

Jan Danisman
Deputy Director - Projects

Katrin Hochstetter

State of Bavaria U.S. Office for Economic Development
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www.bavaria.org

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1/30/2009

FARA

State of Bavaria - U.S. Office

From: State of Bavaria - U.S. Office [assistant@bavaria.org]
Sent: Friday, January 30, 2009 11:11 AM
To: 'michael@buddymedia.com'
Subject: Expansion to Europe / business location Bavaria

Info letter 1x
 sent on 1/30/09
 (extended version)

Dear Michael:

We would like to introduce The State of Bavaria U.S. Office for Economic Development and offer you our cost free comprehensive services that could greatly benefit BuddyMedia if you are considering expansion to continental Europe. Our organization helps American companies find the most profitable and competitive solution for their business in Europe. When you begin to consider site locations we invite you to take a closer look at Bavaria.

Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your planning and analysis
- Using our vast network in the state to provide necessary introductions to key industry contacts and resources
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Assisting with site inspections

Bavaria is Germany's leading Media Cluster comprised of an estimated 20,000 media companies and 200,000 employees with an annual turnover of 30 billion euros including companies such as Big Band Networks Germany, Buena Vista International, Harris Corporation, Condé Nast Verlag GmbH, Discovery Communications Deutschland GmbH, eRide Europe GmbH and yahoo! Deutschland GmbH, Kabel Deutschland (KDG), Astra Platform (APS), tremor media, Turner Broadcasting Systems, Random House, Glam Media and many more.

We would be pleased to assist you in achieving your *expansion / acquisition objectives* in Bavaria, Germany and invite you to view www.bavaria.org for additional information. We will contact you next week to follow-up.

We thank you for your consideration and we look forward to talking with you.

Very truly yours,

Jan Danisman
 Deputy Director - Projects

Katrin Hochstetter

State of Bavaria U.S. Office for Economic Development
 560 Lexington Avenue, 17th Floor
 New York, NY 10022
 tel: 212-317-0588
 fax: 212-317-0590
jdanism@bavaria.org
www.bavaria.org

2009 JUL 30 PM 2:45
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1/30/2009

Janet Danisman*Letter of Introduction
short version*

From: Janet Danisman [jdanisman@bavaria.org]
Sent: Friday, January 30, 2009 9:54 AM
To: 'aclune@syntellect.com'
Subject: Business Location Bavaria

Dear Andy:

I noticed you will be exhibiting at the Call Center World conference in Berlin in February. I am writing to introduce you to The State of Bavaria U.S. Office for Economic Development and to ask if we may be of assistance to Syntellect. We are an organization of the German State of Bavaria. We provide **free of charge and completely confidential** assistance to American companies interested in establishing an office in Bavaria.

Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your planning and analysis
- Using our vast network in the state to provide necessary introductions to key industry contacts and resources
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Assisting with site inspections

We would be pleased to assist you in achieving your *expansion / acquisition objectives* in Bavaria, Germany and invite you to view www.bavaria.org for additional information. We will contact you next week to follow-up. Thank you for your consideration and we look forward to talking with you.

With best regards,

Jan Danisman

Deputy Director - Projects

State of Bavaria
U.S. Office for Economic Development
560 Lexington Avenue, Floor 17
New York, NY 10022

Telephone: 212-317-0588
Facsimile: 212-317-0590
E-Mail: jdanisman@bavaria.org
Internet: www.bavaria.org

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1/30/2009

Janet Danisman*Letter of Introduction
short version*

From: Janet Danisman [jdanisman@bavaria.org]
Sent: Thursday, January 29, 2009 3:34 PM
To: 'marketing@guestcentric.com'
Subject: Expansion to Bavaria Germany

Dear Pedro,

I read recently about your very interesting product and that it includes support in German. I imagine Germany is a large market for you. I see that you have an office in the UK. If you are considering expansion to continental Europe, we would like to introduce you to the German state of Bavaria and the cost free services that the State offers to companies considering establishing a presence in our state.

We would like to help GuestCentric find the most profitable and competitive solution for your business in Germany, and invite you to consider the southern state of Bavaria, with capital city Munich. Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Providing valuable information to support your planning and analysis
- Using our vast network in the state to provide necessary introductions to key industry contacts and resources
- Exploring potential opportunities for financing and incentives according to funding criteria and qualifications
- Assisting with site inspections

I look forward to talking with you soon.

Best regards,

Jan

Jan Danisman

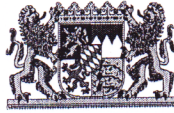
Deputy Director - Projects

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Telephone: 212-317-0588
Facsimile: 212-317-0590
E-Mail: jdanisman@bavaria.org
Internet: www.bavaria.org

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1/30/2009



STATE OF BAVARIA
Office for Economic Development

UNITED STATES OFFICE

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New York, New York 10022-6828

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(800) 595-2990
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E-mail: info@bavaria.org
Internet: www.bavaria.org

January 20, 2009

Eyal Rimmon
VP, Business Development
VoodooVox
1321 MASS MoCA Way
Nort Adam, MA 01247

AlwaysON Media Conference in New York, February 2-4 2009
Expansion to Europe - Invest in Bavaria

Dear Mr. Rimmon:

We see that you are participating in the AlwaysON Conference in New York. The State of Bavaria U.S. Office for Economic Development is also attending this conference and would like to meet with you, if you are planning to expand to Europe, Germany.

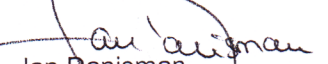
We are an organization of the German State of Bavaria. We provide **free of charge and completely confidential** assistance to American companies interested in expanding to Europe. U.S. executives and investors can save valuable time and effort with our professional services including for example:

- comprehensive economic information and information on potential financial support programs
- identifying the most favorable sites and facilities based on your specific expansion criteria
- liaison to valuable contacts in the Bavarian business and government communities
- assistance with administrative formalities
- aftercare support

Bavaria is Germany's leading Media Cluster comprised of an estimated 20,000 media companies and 200,000 employees with an annual turnover of 30 billion euros including companies such as Big Band Networks Germany, Buena Vista International, Harris Broadcasting Corporation, Condé Nast Verlag GmbH, Discovery Communications Deutschland GmbH and yahoo! Deutschland GmbH, Kabel Deutschland (KDG), Astra Platform (APS), Premiere, Random House and many more.

I thank you for your consideration and look forward to following up with you next week.

Very truly yours,


Jan Danisman
Deputy Director – Projects

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128 letters sent 1/15/09

[[Contact:26]]
[[Title:46]]
[[Company:25]]
[[Address 1:27]]
[[Address 2:28]], [[Address 3:29]]
[[City:30]], [[State:31]] [[Zip:32]]

January 15, 2009


Dear [[Salutation:40]] [[Last Name:79]]:

We cordially invite you to join us at the **PHOTONICS WEST 2009** for the



**STATE OF BAVARIA – PROVINCE OF QUEBEC
EXECUTIVE RECEPTION**

Tuesday, January 27th, 2009, 6:00 PM – 9:00 PM
Sainte Claire Hotel (St. Claire Room)
302 South Market Street, San Jose, California

Québec 



INVEST IN BAVARIA WILL SAVE YOU VALUABLE TIME DURING ALL PHASES OF YOUR EUROPEAN BUSINESS LOCATION EXPANSION PLANS AT NO COST TO YOU.

Let us show you the many reasons why about 850 U.S. companies have established a presence in Bavaria - Germany's economic powerhouse!

- ◆ Germany's leading optical technology location with over 450 companies
- ◆ 20,000 people working in optical technologies in Bavaria
- ◆ Output volume nearly 25% of nationwide total output
- ◆ 9 universities and 17 universities of applied science, 8 research institutions active in the field of photonics
- ◆ Strong industry network for optical technologies: Bayern Photonics

Please RSVP for the Executive Reception and/or to arrange a one-on-one meeting, by contacting tel: 212-317-0588, newyork@bavaria.org.

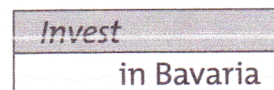
We thank you for your interest and look forward to hearing from you.

Sincerely,

Dagmar A. Cassan
Executive Managing Director

Jan Danisman
Deputy Director - Projects

State of Bavaria U.S. Office for Economic Development
560 Lexington Avenue, Floor 17
New York, NY 10022
212-317-0588
www.bavaria.org
www.bayernphotonics.de





STATE OF BAVARIA

Office for Economic Development

UNITED STATES OFFICE

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Internet: www.bavaria.org

January 16, 2009

Marc Ecko
CEO and Founder
Marc Ecko Enterprises
40 West 23rd St.
New York, NY 10010



DLD – Digital, Life, Design Conference Munich January 25-27, 2009 European Expansion – Invest in Bavaria

Dear Mr. Ecko:

We are pleased to see that Marc Ecko Enterprises is participating in the DLD Conference in Munich. We would like to take this opportunity to introduce The State of Bavaria U.S. Office for Economic Development to you. We offer **cost free** comprehensive services that could greatly benefit Marc Ecko Enterprises, if you are considering expansion to continental Europe. Our organization helps American companies find the most profitable and competitive solution for their business in Europe. When you begin to consider site locations we invite you to take a closer look at Bavaria.

We'd like to spark your interest in Bavaria with its unique combination of values and strengths that offer tremendous advantages to U.S. businesses. It especially affords enormous market potential for retail businesses:

- Bavaria is located in the center of the European Union – one of the largest markets in the world. From Bavaria, companies have access to nearly half a billion consumers in Europe!
- This central position makes Bavaria an ideal logistics base. Bavaria with its first-rate infrastructure is at the axis of Europe's East-West / North-South transportation grid enabling efficient and safe transportation of goods within Germany and to the steadily expanding markets in the East and South of Europe.
- Bavarian residents, with an annual average purchasing power of €20,571 per capita are the most affluent in all of Germany. Munich, Bavaria's capital city has the highest purchasing power per capita among all major German cities, at € 26,232/year. That is 37% above the German average. (GFK Purchasing Power 2009)

We hope that with such strong opportunity in Bavaria, you feel Marc Ecko Enterprises would enjoy great success with a location in our State. Please let us save you valuable time and effort during all phases of your European business location project at no cost. We look forward to following up with you next week.

Sincerely,

Jan Danisman
Deputy Director - Projects

Invest

in Bavaria

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